

STAT

FILE

CAREER SERVICE
(CLERICAL)

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Career Management of Clerical Employees

1. On 11 September 1974, the CIA Management Committee met and considered the career management of clerical personnel. They did not endorse an Agency-wide career service for secretarial and clerical positions. The committee reviewed a proposal offered by the Office of Personnel and after determining that there would be serious problems involved in embarking on a formal program agreed that each Career Service would conduct a review on how best to proceed and report to the Committee within sixty days. The subject of clerical employees has not been reconsidered by the Committee since the September meeting.

2. It was agreed also at the September meeting that there should be an evaluation of secretarial positions to determine if there is a basis for upgrading some of the positions. As a means of facilitating the review of positions to be conducted by the Office of Personnel, it was decided that each Career Service would conduct a review and initial screening of positions which might be considered for upgrading. The DDA has advised that it has no positions appropriate for upgrading. The DDO is still conducting its review and initial screening. No report has been received from the DDS&T. The Office of the DCI and the DBI have submitted several requests for upgrading and a review of the positions is currently in progress.

3. I am aware that there is some feeling on the part of senior secretaries that they should have a separate career system. I believe an important aspect of a career system for clericals would be provision of a crossover for qualified personnel into semi-professional and professional positions. With appropriate career counseling and initiative by the employee, such crossover should go far to serve the need of senior secretaries for career advancement.

4. I will contact the Secretary, CIA Management Committee, to discuss the status of the proposal for a clerical career service and the actions that should be taken.

F. W. M. Janney
Director of Personnel

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OP/P&C/PS/ plc (7Jan75)

*File: Secretarial
Issues*

TABLE I

Questionnaire Responses - Secretary Study

Response	Totals (104)			DCI/DDI (30)			DDST (29)			DDA (21)			DDO (24)		
	YES	NO	UN	YES	NO	UN	YES	NO	UN	YES	NO	UN	YES	NO	UN
Career Advancement Potential:															
Felt secretary field lacks career advancement potential	99	4	1	28	2	0	28	1	0	20	1	0	23	0	1
Felt shorthand should not be a requirement for promotion	80	17	5	22	7	1	27	2	0	14	5	2	19	3	2
Thought linking secretary position grade to that of supervisor is unfair	80	14	10	28	2	0	24	5	0	19	2	0	9	5	10
Felt career counseling is needed but nonexistent at this time	77	5	22	24	3	3	15	1	13	19	1	1	19	0	5
Thought current internal training too narrowly focused for GS-09 level and below	71	8	25	29	0	1	17	5	7	16	3	2	9	0	15
Felt word processor has made the work easier to accomplish	67	26	11	21	9	0	15	11	3	12	5	4	19	1	4
Liked idea of optional rotational assignments Agency-wide	52	25	25	20	4	6	14	13	2	11	5	5	9	3	12
Felt shorthand to be a dying art superseded by the computer or dictaphone	46	29	32	12	5	13	12	12	5	8	10	3	8	5	11

note / r. in by PMCO Aug 84

Questionnaire Responses - Secretary Study

Response	Totals (104)			DCI/DDI (30)			DDST (29)			DDA (21)			DDO (24)		
	YES	NO	UN	YES	NO	UN	YES	NO	UN	YES	NO	UN	YES	NO	UN
Believed EOD's to be promoted too quickly without comparable level of experience in the Agency	43	18	43	6	10	14	14	3	12	11	3	7	12	2	10
Liked idea of having a career service	36	21	47	15	5	10	2	12	15	9	3	9	10	1	13
Perceived interdirectorate promotion policy as inconsistent	36	7	61	11	3	16	10	0	19	5	4	12	10	0	14
Felt Agency underpays secretary vs private industry	33	50	21	7	23	0	13	13	3	6	13	2	7	1	16
Felt computer/word processor impacts on level of knowledge needed to perform the work but not reflected in salary	24	71	9	10	20	0	7	22	0	6	11	4	1	18	5

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Response	Totals (104)			DCI/DDI (30)			DDST (29)			DDA (21)			DDO (24)		
	YES	NO	UN	YES	NO	UN	YES	NO	UN	YES	NO	UN	YES	NO	UN
Professional Attitude Barrier															
Felt well utilized by manager	80	21	3	20	10	0	23	6	0	17	3	1	20	2	2
Thought occupation lacks an Agency- recognized sense of professionalism	77	18	9	21	9	0	19	5	5	16	4	1	21	0	3
Perceived management as not using OSI or Cash Awards as an incentive tool for excellent performance by secretaries	71	28	5	22	8	0	14	13	2	15	5	1	20	2	2
Felt rapport with manager is open, honest and dynamic	60	25	19	18	8	4	14	7	8	12	6	3	16	4	4
Felt her skills in office manage- ment are not recognized by grading system	53	42	9	14	15	1	17	12	0	11	9	1	11	6	7
Thought Division and Branch secretaries having the same-graded positions causes management problems	53	0	51	21	0	9	17	0	12	13	0	8	2	0	22

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To	From	Subject	Date
DCI	Johnny/Per	Career Management of Clerical Employees	20 Jan
A/DDA	" "	Secretarial Appointments	19 Jan
DCI	" "	Career Management of Clerical Employees	7 Jan 75
STAT S/Per Sec - CIA Management Committee	EX-DDA Willard Taylor CIA/Adm DOHIT	Career Management of Clerical Personnel	12 Feb 75
		Career Management Clerical Employees (MCA-97)	13 May 75
CIA Management Committee	Blake/DDA	DDA Clerical Career Service	15 May 75
Summary of Recommendation			
Comments on Sec - CIA Management Committee	SCAB Comments re Secretarial Survey		11 /
	Blake/DDA	MCA-97/B Career Management of Clerical Employees	26 Sept 75
Excerpts from minutes of CIA Management Committee meeting re: Secretarial Survey (MCA-97)			17 Nov 75
Comments on SCAB Comments re Secretarial Survey			11 Nov 75

Info listed above used by the Sec/Asst MAG